

Defense Technical Information Center

STRATEGIC PLAN

2011 to 2016



Information for the Defense Community

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Message from DTIC's Administrator

As the leader of the DoD's scientific and technical information (STINFO) program, DTIC has the responsibility to develop, coordinate and enable a strong STINFO program for the Assistant Secretary of Defense, Research and Engineering (ASD(R&E)) and the DoD Scientific & Technical (S&T) enterprise. Our aim is to maximize the availability and use of technical information and products resulting from defense-funded technical activities while ensuring restrictions in national security, export control and intellectual property rights are safeguarded.

It is DoD policy to establish and maintain a coordinated and comprehensive program to document the results and outcomes of DoD-sponsored and performed research and engineering (R&E) studies and to provide access to those efforts in an effective manner. In the 21st Century, supporting the S&T and RDT&E communities will require that we integrate, more than ever, our collections with databases, information links and the latest information technology, no matter the source. Our customers, from individual researchers to acquisition professionals, will be able to quickly fuse information into the most complete picture needed in a matter of minutes to hours; not days to months.

W. Brian Arthur¹ wrote: *“Technology springs from three sources: (1) technology that already exists and can be recombined in new ways to create new technologies, (2) technologies that spring from basic research breakthroughs, and (3) technology that is required to support the new technologies emerging from the previous two methods.”*

DTIC's rich collections contain the technologies that are known; DTIC is the information repository from which new technologies arise. We are moving rapidly to create the DTIC Information Cloud, combining the best elements of Web 2.0 capabilities enhanced with the superb collections in DTIC's repository to create one integrated information space, improving the DoD's RDT&E capabilities, reducing costs, reducing development timelines and fielding solutions more quickly. The DTIC Information Cloud will help DoD researchers and acquisition professionals find people, build communities, ask questions, search topics, collaborate, share knowledge of needs and capabilities to facilitate solutions for our warfighters.

As DTIC leads the department's STINFO program, we will be the hub of DoD S&T information interchanges, empowering innovators with greater efficiency, effectiveness, and agility by accelerating the delivery of warfighting technology.

We are fully committed to achieving the strategic goals outlined in this plan and urge you to partner with us.



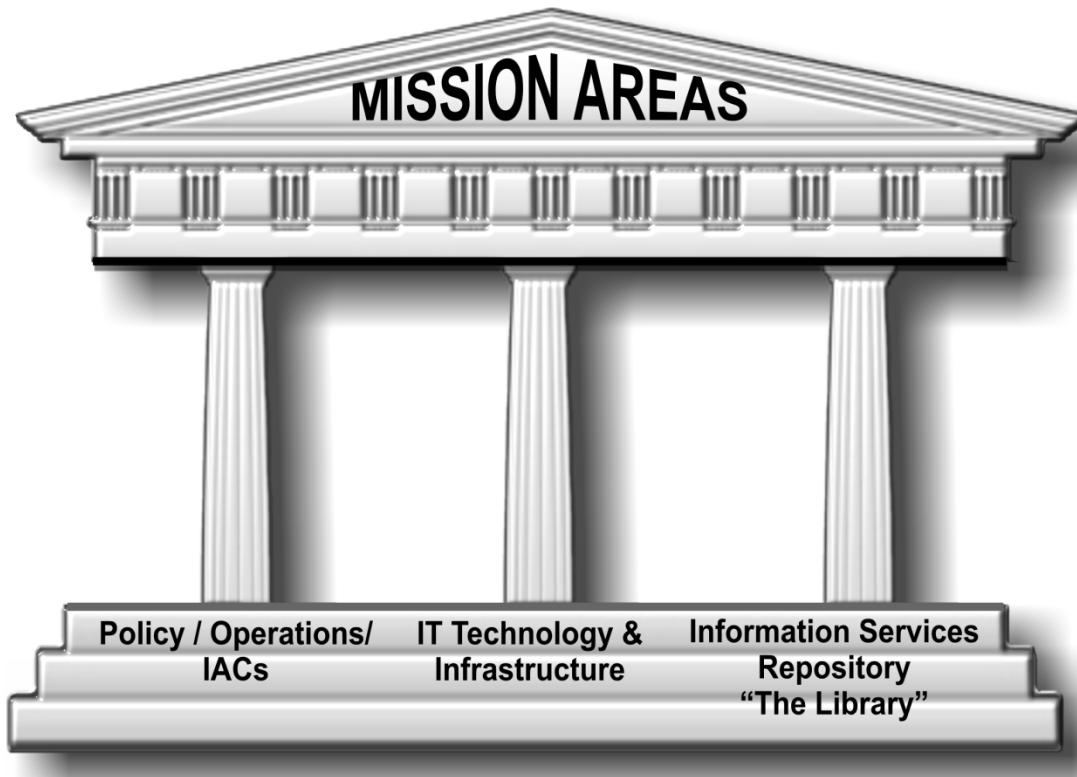
Mr. James "Raleigh" Durham
Acting Administrator of DTIC

¹ W. Brian Arthur "The Nature of Technology."



Our Vision

The hub of DoD Scientific and Technical information interchanges, empowering innovators with greater efficiency, effectiveness, and agility by accelerating the delivery of warfighting technology.



DoD STINFO Policy, Operations and IAC Manager: Sets and enables policy for scientific and technical information exchanges for the research and engineering community.

IT Technology and Infrastructure: R&E Hub, connecting users and data in meaningful ways.

Information Services Repository: World-class STI library with exceptional librarians capable of providing targeted research quickly.



Introduction

On September 29, 2008, the Secretary of Defense, Robert M. Gates, told an audience at the National Defense University, “*Our conventional modernization programs seek a 99 percent solution in years. Stability and counterinsurgency missions – the wars we are in – require 75 percent solutions in months.*”

In May 2010, Secretary Gates said, “*To sustain necessary investment levels for Department of Defense mission essential activities, we must significantly improve the effectiveness and efficiency of our business operations. Doing so will increase funding available for our mission functions from efficiency savings in overhead, support and non-mission areas.*”

DTIC’s vision is to be the hub of DoD scientific and technical interchanges; empowering innovators with greater efficiency, effectiveness and agility by accelerating the delivery of warfighting technology. DTIC’s strategic plan reflects its continuing effort to keep pace with the ever changing technology landscape and the evolving needs of the DoD. Our mission areas position us to help the defense enterprise meeting the challenges outlined by Secretary Gates.

As a DoD Field Activity, we serve as an objective party crossing organizational boundaries and positively affect DoD’s ability to meet the challenges put forth by the Secretary. With our strategic and organizational alignment to ASD(R&E), we provide information technology solutions to the entire DoD community.

Recognizing that information technology and information usage demands continually evolve, we will work within DoD and industry to leverage existing tools and pilot new capabilities and approaches to improve information discovery, analysis and collaboration connecting teams and people across the enterprise. To avoid duplication of efforts, DTIC will partner with DoD and other federal government organizations to provide federated access to information resources and tools.

Thirty years ago, the DoD helped to drive commercial R&D. Today, the department contributes a small fraction of the entire worldwide investment in R&D. One of DTIC’s major roles is to multiply DoD’s R&D investment by helping components across the enterprise leverage work performed by other organizations. We provide a gateway to commercial innovation by facilitating an improved understanding of DoD needs and industry capabilities. DTIC helps DoD maintain and develop a well qualified Science, Technology, Engineering, and Mathematics (STEM) workforce by offering modern tool sets which permit real-time information harvesting and sharing. DoD uses investments in basic and applied scientific research to inspire young people to pursue careers in STEM fields, in addition to offering Web 2.0 tools that younger scientists expect in the workplace.



We intend to fulfill the evolving needs of the department by:

- Providing leadership in STINFO policy
- Providing a knowledge base and analysis of STI
- Identifying R&E and S&T repositories and offering DTIC users federated access
- Becoming a catalyst to collaboration across the DoD R&E enterprise
- Building strong relationships both within DoD and with other partners
- Exploiting current and leveraging new technologies
- Balancing access controls with accessibility
- Creating efficiencies within DoD and DTIC



Overview of Our Strategic Plan

Providing leadership in STINFO policy

As the DoD STINFO Manager, DTIC will work with the Services and industry to refine STINFO policy to meet the evolving needs of the Department and address external threats. DTIC will work to synchronize STINFO policy to support ASD(R&E)'s vision to "Develop Technology to Defeat Any Adversary on Any Battlefield." As DoD's STINFO Manager, DTIC leads the department in the area of policy development and coordination across the Services and agency STINFO offices.

Providing a knowledge base of STI

DTIC will provide a physical and virtual knowledgebase for the department through effective exploitation of research within and for the DoD, identification of subject matter experts, and awareness of current S&T and R&D efforts. This knowledge base covers the life cycle of R&D from informal communication to budget, to completed work.

DTIC preserves DoD's investment in research through our created and maintained collections and the analysis done by DTIC's Information Analysis Centers (IACs). We provide repeatable solutions, prospective on the changes in technology and approaches to problems, and insight into how past solutions can address current challenges. We continually modernize the structure of our collections and integrate our databases, to provide flexible formats for the retrieval of information. DTIC will provide users with expanded access to unstructured and full-text data, implementing semantic technologies to aid discovery.

DTIC is an authoritative source on the dissemination limitations of STI. Working with classification/declassification experts across the DoD, the federal government and affiliates, DTIC obtains the latest document classification information. We will lead the DoD in the implementation of a new marking/protection scheme for unclassified sensitive information, now called Controlled Unclassified Information (CUI), and will implement new processes and procedures for our automated validation and registration systems.

The S&T workforce, DoD's human capital, is the basis of DoD STI knowledge. DTIC seeks to provide tools that support the collection and discovery of information beyond traditional documents sources by adding user – provided data on in-progress activities, experiences, and ways they have adapted known technologies to solve new problems. We seek to leverage the resources of the S&T workforce and industry partners by supporting the development of professional networks and tools to allow leadership to quickly identify subject matter experts across the enterprise and apply those individuals to critical needs.



Identifying R&E and S&T repositories and providing DTIC users federated access

Recognizing that relevant research and engineering and S&T information is stored at organizations across the department, DTIC will expand its collections, virtually, and will work to federate access to users through identity management agreements or by exploiting remote collections through search crawlers, abstracts, links, and other references.

Becoming a catalyst to collaboration across the DoD R&E enterprise

Traditionally, the R&E community has worked in small geographically clustered teams and then shared information broadly through publishing reports on completed work.

Internet technologies have changed the paradigm. Web 2.0 collaboration and professional networking technologies bring scientific investigation and research and development to an inflection point. Small geographically collocated teams with limited resources and unique perspectives will combine with other teams around the globe, bringing a diversity of perspectives and experiences to bear on problems to develop innovative solutions quickly. Collaboration tools permit solution providers to fully engage warfighters and decision makers; allowing those working on the solution to interface with those presenting the challenge/problem.

DTIC will enhance our collaborative tools with advanced search – complementing our repositories – to empower users to:

- recognize where resources are applied
- find subject matter experts
- locate state of the art technologies

Accessibility to information makes it possible to collaborate with greater efficiency.

Providing analysis of STI

Today's leaders must make key decisions quickly. DTIC must present synthesized information products that can be quickly digested, and provide paths to explore selected focus areas and where appropriate, offer additional research support, community feedback or analysis. Our STI systems and analysis capabilities must be able to answer questions that have not yet been asked, in minutes or hours rather than days and weeks.

As the department's focus shifts to address asymmetric threats, DoD leaders, scientists and engineers do not have the time to sift through mountains of data to uncover essential information. This underscores the value of and necessity for organizations to provide analysis, synthesis, and dissemination of relevant and timely information. DTIC's IAC Program Management Office (PMO) provides such a resource. IACs offer tactical relevance through direct connection to the warfighter, and strategic value through long term trend analysis and recommendations. IAC staff members answer immediate needs, driven by the requirements of the warfighter and acquisition community. Products such



as state-of-the-art research and technology reports provide detailed analysis of immediate, critical challenges, while technical inquiry services offer a direct connection to a vast network of subject matter experts from across government, industry and academia. IACs meet the customer on their ground, maintaining involvement in technical communities and working with senior executives to solve the challenges of the day, while anticipating and preparing for those of tomorrow.

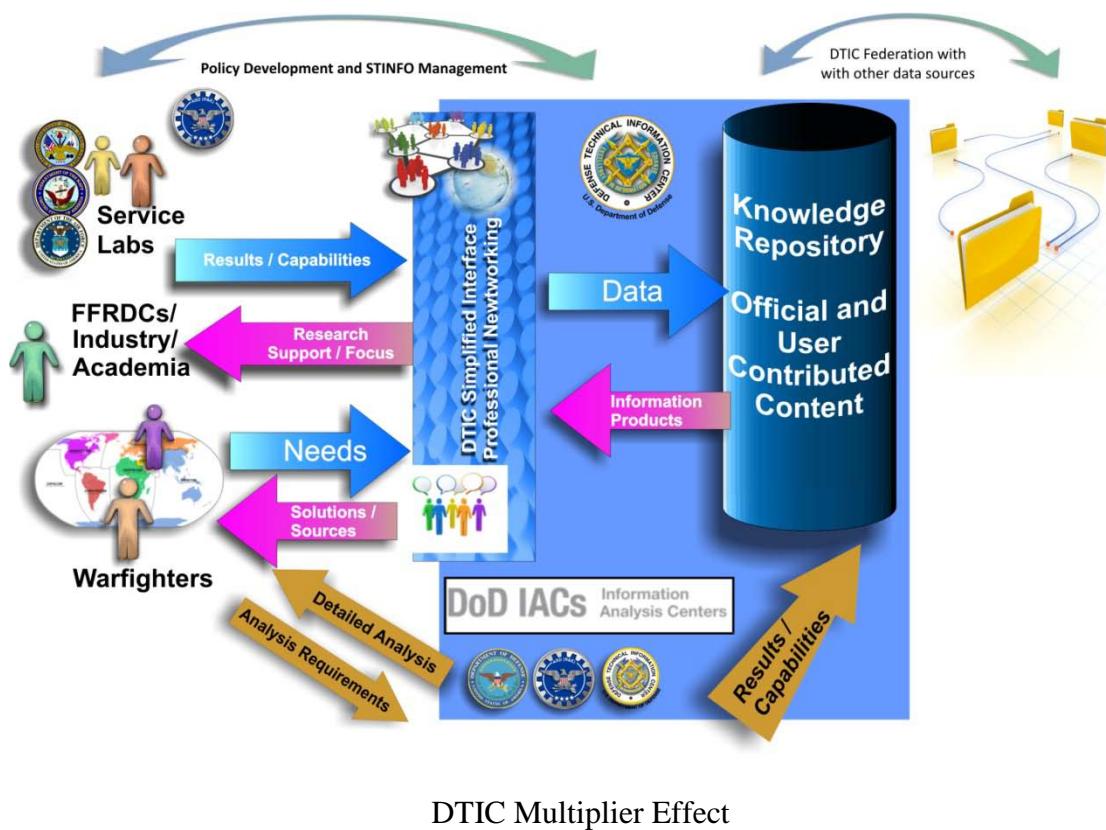
With coordination from DTIC's IAC PMO, experienced technical area scientists, engineers, and information specialists (who staff the IACs) establish and maintain comprehensive knowledge bases that include both historical and current technical, scientific, and related information collected worldwide. IACs also collect, maintain, and develop analytical tools and techniques, including databases, models, and simulations, while providing research and analysis services to customers with diverse, complex and challenging requirements.

In a time of shrinking budgets and increasing responsibility, IACs are a valuable resource for accessing evaluated STI, culled from efforts to solve both new and historic challenges. Through the IACs, research data is collected, can be reused to answer recurring challenges, and analyzed to identify long term trends and provide recommendations to the acquisition community. DTIC's current Strategic Plan contains top level goals and objectives for the IACs. Additionally, the IAC Strategic Plan provides further detail on its mission, vision, guiding principles, strategic objectives and initiatives.

Building strong internal and external relationships

Building strong relationships with Service Labs, Combatant Command (COCOM) S&T Advisors, and industry partners, while extending our knowledge repository of information and identification of subject matter experts, DTIC bridges the gap between organizational divides and provides visibility of knowledge and activities to the entire Defense enterprise. This visibility accelerates a commander's ability to recognize the 75% solution by providing all known inputs for review and consideration, and helps justify the investment in 99% solutions based on current data and accurate situational awareness.

DTIC is positioned to be both a clearinghouse of information and a gathering point of DoD mission needs. For DTIC to successfully serve the Defense and S&T communities, it is imperative we understand the mission and goals of DoD and Service Labs. We have to continue our work with those organizations to determine how to best present their information, capabilities, and resources to the COCOMs and other information consumers. The COCOMs have critical operational issues for which they are seeking solutions from the S&T community. They do not, however, have the capacity to describe their specific issues to every lab and industry partner. DTIC can act as the information broker; bridging the gap by supporting not only the S&T and COCOM communities, but other information providers and consumers.



DTIC Multiplier Effect

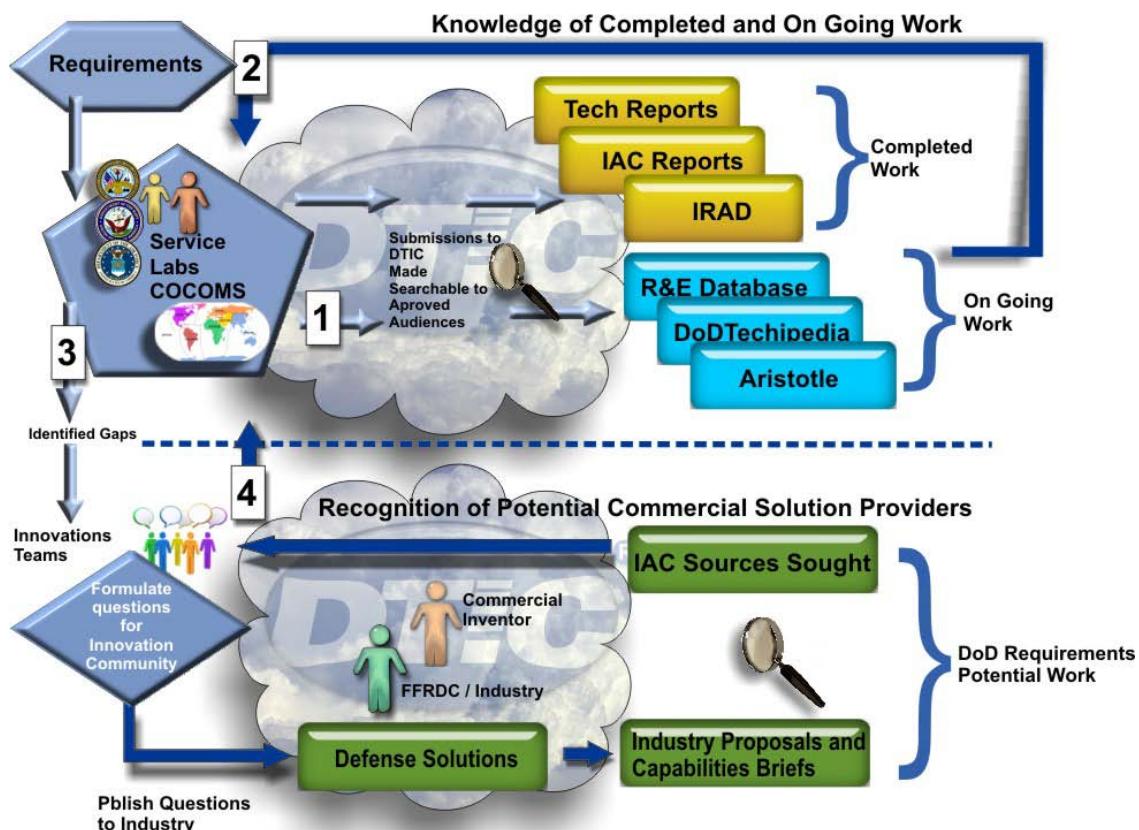
Each DTIC user is both a data provider and data consumer. Information flows into DTIC's knowledge repository and is then available for the benefit of other users – multiplying value of the work performed and the impact of the effort. Where detailed analysis is required, DTIC offers the IACs to cover key areas of DoD interest and mission need.

We recognize that S&T goes beyond the areas represented in Basic Research (6.1) – Operational System Development (6.7) and into acquisition. DTIC will look for opportunities to work with the acquisition community to develop lifecycle traceability and visibility to technical information.



Leveraging new technologies

Albert Einstein said, "We can't solve problems by using the same kind of thinking we used when we created them." The broad reach of the Internet, NIPRNET, and SIPRNET provides an opportunity to connect and interact in ways never before possible. The S&T community must leverage new information sharing and networking technologies to reach eliminate stovepipes and develop a new level of integration among the COCOM, acquisition, information technology, and comptroller communities. DTIC provides the technology and tools to promote collaboration, in real time, among the entire enterprise. DTIC will facilitate a new approach to innovation and problem solving by bringing all the key players together regardless of where they are located, which organization or what line of work.



Future View – Facilitating Innovation

DTIC will facilitate innovation by (1) making DoD R&E data on completed work identifiable and discoverable; (2) allowing researchers and scientists to report and collaborate on in-progress efforts and providing this knowledge to the services, laboratories and COCOMs; (3) identifying gaps and conveying them to laboratories, FFRDCs, and industry; and (4) identifying solution providers to the DoD.



Web 2.0 technologies are prevalent in all facets of government. DTIC will continue to deploy Wikis, professional networking and relationship mapping to empower users to share knowledge, improve the understanding of issues and needs, and develop better solutions. Through our repositories, users can map relationships between historical and emerging information.

DTIC will continue to simplify information discovery through implementation of:

- full-text searching, federation with other government and open source repositories, and the use of new search technologies and concepts including semantic search
- new presentation formats including visualization to draw attention to critical elements and to filter out noise, mapping, display by user roles, adding analysis, and supporting user provided labels and tags
- new media including mobile devices

DTIC Vision: The Hub of the R&E Community



DTIC Information Cloud: Best elements of Web 2.0 enhanced with DTIC's collections, in one integrated space, improving the DoD's RDT&E capabilities: reduce costs, reduce timelines and field solutions more quickly, find people, build communities, ask questions, search topics, collaborate, share knowledge – needs – capabilities → ***facilitate solutions***



Balancing access controls with accessibility

Understanding that information is only valuable when it is accessible and timely, we will leverage identity management capabilities in the DoD and federal government to simplify access for properly vetted and authorized users, and provide immediate access to users with either authenticated Common Access Cards (CAC) or Personal Identity Verification (PIV) cards. It is critical not only to protect and share information, but to encourage collaboration and cross-pollination of research. Information assurance, security engineering, identity management, and other data protection and administrative activities must not prevent identified and authorized users from accessing information. The mechanism to identify a user must be accurate, and the determination of authorization must be immediate for DTIC to achieve our mission. DTIC will work with the Defense Manpower Data Center (DMDC) and other providers to offer the best service for our customers. Access delayed is information denied; information that will not be included in research and decision activities.

Access is more than simply recognizing credentials. We will review when and where our customers require our support and align to their information needs. We will explore longer support hours, opportunities to co-locate DTIC staff, placement of information assets on the NIPRNET and SIPRNET, and options for DTIC presence at higher network levels. DTIC will examine what is feasible and cost-efficient in terms of Continuity of Operations (COOP) for its systems.

Creating efficiencies in DoD and within DTIC

We seek to support implementation of efficiencies by allowing users to focus work in the most promising areas, avoiding “known” dead ends, recognizing and avoiding unnecessary duplication of effort, and ensuring teams working on similar initiatives can benefit from each others’ work. Further, we are modifying our own processes and will review our organizational structure to gain efficiencies and improve the products we provide to the DoD and industry partner communities.

DTIC will consolidate its data center systems by implementing server virtualization and best practices, which will meet the Department’s goals and objectives of energy efficiency and data center space reduction.

Recognizing when and how our products and services are being used, and by whom, are essential factors when fielding useful products. DTIC will enhance our metrics collection, reporting, and analysis; analyze user feedback on our interfaces and conduct usability studies of our products and services to validate our approach; refocus our efforts; and work continuously to improve our products and services.

In an era when technologies advance almost daily, DTIC will evolve our products and services to meet the critical needs of the department. We recognize that each S&T



activity faces numerous data calls. Working with ASD(R&E), we will 1) review the number of data calls (including information fields and formats required) and 2) look to reduce them. Working with the Services and agencies, we seek to develop Web services/federated systems that allow users to access information on demand. At the same time, we want to improve the data we receive by letting contributors know how their information is used, who is using it and the importance of accurate data and information in decision-making.

DTIC sees the next five years as a time of opportunity for the S&T community and for us to increase the value of support we provide warfighters and decision makers. We recognize the need to provide products and services that add value, meet the time sensitive needs of customers and are current, relevant, and concise.



Our Values

Guiding Principles

We are Committed to:

Valuing our customers and understanding their requirements in STINFO policy development and the services we provide.

Ensuring authenticated and authorized users on demand access to complete and correct information.

Reaching out to new customer segments within ASD(R&E), DoD laboratories, acquisition, industry, the COCOMs, and the broader RDT&E community.

Anticipating our customers' changing needs through continuing technological evolution, information agility and process innovation.

Adopting structured change management processes to ensure success.

Remaining the premier DoD resource for finding, obtaining, storing and disseminating defense scientific and technical information.

Sustaining excellence in all mission areas.

Building and retaining a flexible, well-trained workforce; matching our skill set with DoD priorities.

Ensuring mission alignment with DoD and National Defense Initiatives.

Complying with existing laws and adapting to legislative and regulatory changes.

Improving internal business processes.

Spending taxpayer dollars responsibly resulting in increased efficiencies.



Our Organization and Mission

The Defense Technical Information Center traces its beginnings to the Air Documents Division of the Air Technical Service, United States Army Air Corps. At the end of World War II, this division was formed to collect and catalog scientific and technical documents. For more than 65 years, DTIC has been a vital link in the transfer of information within the broader defense community, which includes DoD personnel, DoD contractors and potential contractors, other U.S. government agencies and their contractors, as well as Congress, our allies, and other defense-related organizations. On June 4, 2004, DTIC was designated a DoD Field Activity under the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, reporting to ASD(R&E).

DTIC consists of six Directorates and the IAC Program Management Office reporting to the DTIC Administrator. DTIC Headquarters is located at Fort Belvoir, Va., with four regional offices in Dayton, Ohio; Albuquerque, N.M.; Boston, Mass., Los Angeles, Calif., and a site in San Diego, Calif. DTIC's blended, diverse workforce consists of both government and contract personnel with expertise in technical information, information technology and program management.

DoD Instruction, Number 3200.14, *Principles and Operational Parameters of the DoD Scientific and Technical Information Program*, defines DTIC's mission and functions in relation to the DoD RDT&E programs. Under this instruction, DTIC is responsible for the acquisition, organization, storage, retrieval, analysis and dissemination of information produced by, for, or about DoD RDT&E programs, as well as for providing products and services that support the information needs of researchers, acquisition and logistics professionals, Warfighters, program managers, and decision makers working in DoD RDT&E or DoD Components.





Mission Statement

DTIC's mission is to provide essential technical RDT&E information rapidly, accurately and reliably to support our DoD customers' needs.

We accomplish our mission by:

A large graphic of a bald eagle's head and shoulders, looking towards the right. The eagle is superimposed on a background of the American flag's stars and stripes.

Developing and improving DoD Scientific and Technical Information (STI) and defense information systems through the continuous application of advanced, innovative processes, techniques and technologies for information discovery, analysis and dissemination.

Managing the DoD Information Analysis Center program.

Integrating information and data from our IACs, DoD components and agencies, and providing centralized operation of scientific, technical and related defense information products, services, databases, systems, or networks for the acquisition, organization, storage, retrieval, analysis and dissemination of information to support the defense community.

Assuring information security and integrity while improving customer access by employing the latest technology for system security, user authentication and access control.

Performing outstanding customer service including extensive user outreach programs, research services, support in developing data structure and collection systems, and application hosting. Adapting our products and services based on customer feedback and user requirements.



Our Alignment with ASD(R&E)

It is essential that DTIC is strongly aligned with ASD(R&E). To ensure that DTIC is a contributing member of the ASD(R&E) team we must continue to build strong relationships with our counterparts there. We provide information technology solutions to the entire ASD(R&E) community. At the request of ASD(R&E) directors and programs, we are often at the cutting edge in developing tools and capabilities that serve DoD acquisition professionals, program managers, and their service counterparts. We focus on growing and integrating tools and capabilities and creating efficiencies in data collections (e.g., data calls) and analyses of technologies, which aid in decision making.

ASD(R&E) Imperatives – Alignment with DTIC Core Functions

Imperatives	DTIC Core Functions			
	Information Analysis Centers	Collaboration Tools and Capabilities	Research Support/ Library Repository	Web Services & Hosting
Accelerate delivery of technical capabilities to win the current fight	✓	✓	✓	✓
Prepare for an uncertain future	✓	✓	✓	✓
Reduce the cost, acquisition time and risk of our major defense acquisition program	✓			✓
Develop world class STEM capabilities for the DoD and the Nation	✓	✓		✓

Two circular logos are positioned in the bottom right corner. The top logo is for ASD (R&E), featuring a blue gear with a white eagle in the center, surrounded by the text 'ASD (R&E)'. The bottom logo is for the Defense Technical Information Center (DTIC), featuring a yellow gear with a blue eagle in the center, surrounded by the text 'DEFENSE TECHNICAL INFORMATION CENTER' and 'U.S. DEPARTMENT OF DEFENSE'.



Overview of Our Strategic Plan

This strategic plan addresses DTIC's four integrated core functions:

- Information Analysis Center Program
- Collaboration
- Research Support and Library Repository
- Web Services and Hosting





Our Operational Goals

Goal #1:

Strategic Objective
Operational Goal:

Leverage value of our Information Analysis Centers

Increase utilization of the Information Analysis center
Fully integrate IAC analysis results into DTIC's collections

Goal #2:

Strategic Objective
Operational Goal:

Simplify user access

Make access to information easier without compromising security and integrity
Provide identifiable users easy access to authorized information. Provide easy to use interface

Goal #3:

Strategic Objective
Operational Goal:
Operational Goal:
Operational Goal:
Operational Goal:

Be the focal point for S&T collaboration and networking

Enhance information sharing across the department and with industry partners
Expand and integrate user interface
Increase coordination with the DoD and Service Labs and COCOM S&T Officers
Increase coordination with industry and non-traditional partners
Provide data exchange to support OSD and Component Headquarters

Goal #4:

Strategic Objective
Operational Goal:

Measure and refine

Understand the customer and use of our products
Develop comprehensive metrics collection and analysis capability

Goal #5:

Strategic Objective
Operational Goal:

Invest in our human capital to ensure we are prepared to support DoD's mission

Develop DTIC's workforce to meet future challenges
Identify and acquire essential skills needed to support DTIC's vision and mission



Leverage value of our Information Analysis Centers

STRATEGIC OBJECTIVE

Increase utilization of Information Analysis Centers

OPERATIONAL GOAL

Fully integrate IAC analysis results into DTIC's collections

Outcomes

- IAC Scientific and Technical Information records are accessible through a single DTIC user portal
- IAC Technical Area Task (TAT) summaries are integrated
- IAC subject matter experts are accessible through DTIC Web interface

Strategies

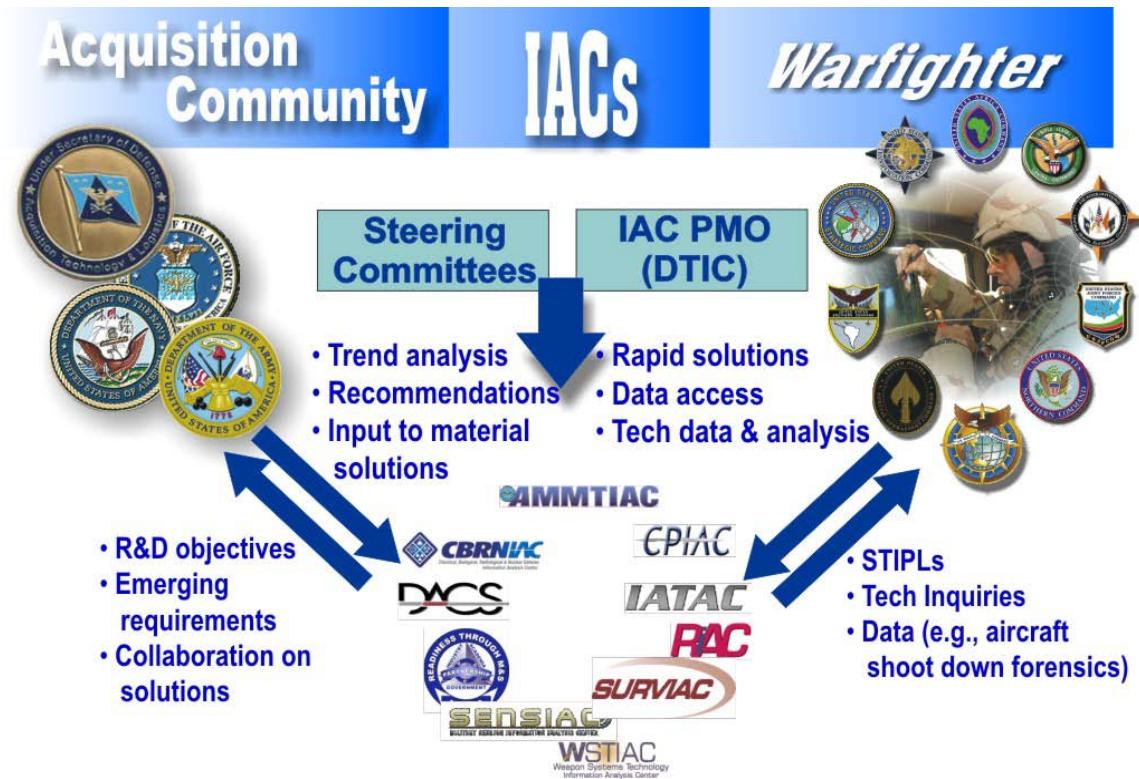
- Execute DTIC Online to provide DTIC users a single portal to access both DTIC information resources and IAC STI (currently in the Total Electronic Migration System [TEMS])
- Incorporate quad chart summaries of IAC TATs into DoD Wiki Tool
- Ensure IAC Web site is visible and accessible through DTIC Online Web interface

Performance Measures

- Number of users accessing IAC records through DTIC Online (compared to baseline number of users accessing IAC records through TEMS).
- Number of users accessing IAC TAT information in DoD Wiki.
- Number STI records accessed via IAC Web sites (IAC Web inquiries).

External Factors

- DoD efficiency initiatives will drive the prioritization of actions to modernize and implement capabilities.



IACs serve as a bridge between the Warfighter and the Acquisition Community



Simplify user access

STRATEGIC OBJECTIVE

Make access to information easier without compromising security and integrity

OPERATIONAL GOAL

Provide identifiable users easy access to authorized information. Provide easy to use search interface.

Outcomes

- Immediate DoD CAC holder access to unclassified limited content.
- DoD CAC holder option to disable login/password authentication.
- Immediate federal government PKI access to unclassified limited content.

Strategies

- Leverage DoD CAC infrastructure.
- Work with Identity Management clearinghouses (DMDC, Federal Bridge, OPM, etc.) to authenticate users.

Performance Measures

- Number of registered users via CAC registration process – increasing number of active DoD users.
- Number of registered users via PIV registration process – increasing number of active federal government users and improved security/data protection.
- Number of new opportunities created for federated user's identity sharing with other DoD and federal information/tool providers.

External Factors

- DTIC will enable CAC and PIV credential usage to the level provided in DoD policy.
- DoD efficiency initiatives will drive the prioritization of actions to modernize and implement capabilities.



Focal point for S&T collaboration and networking

STRATEGIC OBJECTIVE

Enhance information sharing across the department and with industry partners

OPERATIONAL GOAL

Expand and integrate user interface.

Provide an interface that integrates professional networking, RSS feeds, wiki, relationship discovery (Aristotle), search, S&T project status, and user profile.

Outcomes

- Provide professional network interface for DTIC users on the NIPRNET and SIPRNET (TechSpace) as the starting point for DTIC services and products.
- Integrate interface with DoD Wiki.
- Interface with specific professional networks.
- Interface with DTIC's Enterprise Search.
- Provide a common user profile across DTIC tools ("MyAccount").
- Increase collaboration across the DoD and with industry partners.
- Provide more relevant search results.
- Provide access to mobile device platforms.

Strategies

- Field Professional network Interface and integrate common DTIC components.
- Build connections to other S&T portals and knowledge repositories at Labs and agencies. Investigate open source interface containers to support robust interaction between tools (profile, search, communities of interest, labels/tags).
- Adopt industry-standard Web user interface guidelines and best practices.
- Conduct iterative usability tests throughout the design and development process for interface improvements.
- Deploy Semantic Search capability within DTIC data collections and hosted Web sites.
- Conduct test and evaluations of mobile devices, and work with other DoD components on sharing content via mobile devices and mobile applications.

Performance Measures

- Establishment of the interface on the SIPRNET.
- Establishment of the interface on the NIPRNET.
- Ability to modify basic profile from any DTIC tool.
- Perform single search across all DTIC tools.

External Factors

- Commercial tool vendors' adoption of federation containers for shared functions (profile) is critical to simplified user experience.
- DoD efficiency initiatives will drive the prioritization of actions to modernize and implement capabilities.



Focal point for S&T collaboration and networking (*continued*)

STRATEGIC OBJECTIVE	<i>Enhance information sharing across the department and with industry partners.</i>
OPERATIONAL GOAL	Increase coordination with the DoD and Service Labs and COCOM S&T Officers.
Outcomes	<ul style="list-style-type: none">• Frequent high-level coordination between DTIC's Administrator and Directors with the DoD and Service Lab management.• Improved linkage between COCOM and other DTIC customers, and the products and services provided by DoD and Service Labs.• Facilitate increased Lab contribution to DTIC and participation in collaboration tools.• Creation of a merged Research in Progress database resulting in fewer data calls from ASD(R&E).• Increase participation by representatives from the Labs in DTIC's User Council and DoD Wiki Governance Board.• Published S&T Integrated Priorities Lists (STIPLS) on DoD Wiki.
Strategies	<ul style="list-style-type: none">• Identify the current efforts at the DoD and Service Labs in information sharing, knowledge management, and collaboration• Explore opportunities to link activities and to co-develop products• Develop new ways to announce DoD Lab accomplishments, products and services with other DTIC customers and the COCOMs. Coordinate STIPL responses.• Develop simplified schemas for data exchange and user identity management and single sign on between interfaces• Develop Communities of Interest that span organizational boundaries• Federate search and develop other discovery tools between DTIC and the Labs
Performance Measures	<ul style="list-style-type: none">• Increase in attendance at DTIC customer and DoD Wiki governance meetings.• Increase in Lab contributions to DTIC repositories.• Number of data calls from ASD(R&E) to Service laboratories.
External Factors	<ul style="list-style-type: none">• DoD and Service information sharing and identity management policies and procedures could hinder some interactions.• DoD efficiency initiatives will drive the prioritization of actions to modernize and implement capabilities.



Focal point for S&T collaboration and networking (*continued*)

STRATEGIC OBJECTIVE

Enhance information sharing across the department and with industry partners.

OPERATIONAL GOAL

Increase coordination with industry and Non-Traditional Partners.

Work with ASD(R&E) to enhance the capabilities of the DefenseSolutions.gov site and Idea Management System, seeking opportunities to address both internal and external innovation. Develop new IR&D collection and sharing capabilities.

Outcomes

- Continue hosting DefenseSolutions.gov.
- Expand IR&D collection and develop access model for industry and government.
- Streamline process for accessing and collecting IR&D reports.
- Expand input of DoD-funded STI from industry and academia.

Strategies

- Investigate expansion of DefenseSolutions.gov to additional areas and organizations within DoD.
- Study fielding DefenseSolutions.gov partner site for internal use or SIPRNET to enable awareness of classified topics.
- Establish information sharing focus groups with ASD(R&E) to foster better understanding of requirements and challenges.

Performance Measures

- Increase number of unclassified and classified technical areas of investigation.
- Increase number of IR&D reports entered into the collection.

External Factors

- DoD and Service information sharing and identity management policies and procedures could hinder some interactions.
- DoD efficiency initiatives will drive the prioritization of actions to modernize and implement capabilities.



Focal point for S&T collaboration and networking (*continued*)

STRATEGIC OBJECTIVE

Enhance information sharing across the department and with industry partners.

OPERATIONAL GOAL

Provide data exchange to support OSD and Component Headquarters.

Work with OSD and Components to leverage Web Services and Service Oriented Architecture (SOA) technologies for structured information exchange.

Note: Supporting the S&T and RDT&E communities requires building connections and data feeds from other disciplines including comptroller, information assurance, information technology, procurement, and acquisition, and non-DoD sources. DTIC will encourage information exchange between these communities and fuse the resulting data streams to provide the most complete picture to decision makers.

Outcomes

- Continue support to OSD Comptroller for Budget Submission XML/Web services.
- Initiate processes for official document submissions to DTIC via XML/Web services structure.
- Migrate ASD(R&E) data calls to XML/Web services exchanges with Components.
- Develop processes using XML/Web services to track transition of S&T and RDT&E projects to acquisition programs.
- Provide XML/Web services Mentoring and Support to other organizations related to S&T and RDT&E.
- Create data mashups from a wide variety of internal and external data sources.
- Provide search capability for Air Force Research Information Management System (AFRIMS) data as a part of federated search under DTIC Online Access Controlled.

Strategies

- Deploy software that supports data mashups.
- Provide the means for customers to access DoD datasets.
- Initiate processes for official dataset metadata submissions to DTIC via XML/Web services structure.
- Initiate processes to vet requests for access to DoD datasets and provide vetted requests to dataset owners.
- Develop a federated search capability for databases containing limited distribution material.
- Deploy visualization tools.

Performance Measures

- Number of transactions processed through services DTIC engages (host or accesses).



Measure and refine

STRATEGIC OBJECTIVE

Understand the customer and the use of our products.

OPERATIONAL GOAL

Develop comprehensive metrics collection and analysis capability.

Recognizing when and how and by whom, our products and services are being used are essential to fielding useful products.

Outcomes

- Enable risk mitigation and profit maximization with deployment of a performance management system.
- Employ balanced scorecard methodologies via interactive dashboard screen software.
- Generate concise and informative statistics that collect measurable data and correlate this information to organizational performance objectives.
- Ensure the organization is able to account for its accomplishments, with respect to goals, objectives and strategic plans.

Strategies

- Deploy usage metrics software to capture continuous usage statistics. Conduct usability studies to measure whether goals of Web sites are being met and to capture customer satisfaction levels.

- Increased customer satisfaction levels.

Performance Measures

- Resources required for usage metrics software deployment and usability testing may not be available.



Invest in our human capital to ensure we are prepared to support DoD's mission

STRATEGIC OBJECTIVE

Develop DTIC's workforce to meet future challenges.

OPERATIONAL GOAL

Identify and acquire essential skills needed to support DTIC's vision and mission.

Outcomes

- Attract, train, and develop personnel with critical skill sets.
- Expanded education and training opportunities.
- Aligned government staff skill set to Strategic Plan.
- Enhanced Professional Networking across DTIC/ASD(R&E) and the S&T community.
- Employ trained acquisition professionals.

Strategies



- Develop a capabilities and skills inventory.
- Identify key skills as a basis for recruitment and hiring.
- Identify critical technology training areas (e.g., Project/Program Management, Analysis, Software Development, Information Systems Architecture, Search Technologies, etc).
- Participate in leadership, and management training through defense and OPM schools (e.g., Defense Senior Leader Development Program, Federal Executive Institute, National Defense University, Industrial College of the Armed Forces, Defense Acquisition University).
- Develop Exceptional Civilian Service and Meritorious Civilian Service awards.
- Work with DoD STEM initiatives, to establish a DTIC Intern Program.
- Align employee development plans with Strategic Plan.
- Develop succession plans.
- Investigate Defense Acquisition Workforce Improvement Act (DAWIA) staff qualification.

Performance Measures

- Decreased attrition rate.
- Increased internal position fills.
- Increased reliance on civilians for critical skill sets.

External Factors

- Available slots in Defense Schools and DTIC access to those slots



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